Performance Report Quarter 2

Dorset & Wiltshire Fire and Rescue Service

Dorset Local Performance & Scrutiny Committee

1 July – 30 September 2019



Dorset

Priority: Making safer and healthier choices

KLOE 1: How are we working with our partners to reduce fire and other community risks to improve the well-being and independence of vulnerable people?

Action Code	Action Name
	KLOE 1: How are we working with our partners in Dorset to reduce fire and other community risks to improve the well-being and independence of vulnerable people?

Progress comment:

We are continuing to work with partners to ensure that we are targeting resources at the most vulnerable and making every contact count. Our approach uses data and information to support the delivery of our prevention and education activities. We endeavour to identify those most at risk through a number of methods. These include referrals from our partners, direct referrals from the public and using specialist computer modelling software, Pinpoint and MOSAIC. The modelling software uses data sets and algorithms to help us determine where the most vulnerable in our communities are, and this is actively used to target resources.

We are also working to ensure we are contributing towards wider health outcomes. To help achieve this we are a full member of the Dorset Health and Wellbeing Board. Our aim is to contribute towards the strategic outcomes that are set out in the Sustainability and Transformation Plans (STP) for our Service area. By working with partners, we look to add value to key themes such as 'prevention at scale' through the on-going development and delivery of our Safe and Well visits and youth intervention initiatives.

The Safe and Independent Living (SAIL) scheme is currently the immediate focus within the STP in trying to move from a general reactive approach of treatment and care to having more emphasis on prevention and proactive care that will enable vulnerable people to live more independently. We will continue to work at a strategic level to strengthen relationships and generate a collective understanding of the potential role we might play in adding capacity to emerging STP delivery plans. This allows us to align our delivery plans and our evaluation to key priorities within Health and Well-Being strategies.

Area Management teams continue to coordinate work and build on partnership arrangements across the Service area to see where we can add value. It helps to protect vulnerable people though active participation in community safety partnerships, safeguarding boards, strategic road safety boards, drug and alcohol governance boards, and in supporting the domestic abuse strategies through signposting, and our safeguarding arrangements.

We are working with the Dorset Community Safety Partnership to raise the profile of arson and deliberate fires and their impact both on the Service and the community. Through sharing of intelligence on these fires, we will work collaboratively with partners to reduce them.

KLOE 2: How are vulnerable people receiving the support, advice and information they require reduce their risk of fire?

Action Code	Action Name
1.1.2.2	KLOE 2: How are vulnerable people in Dorset receiving the support, advice and information they require to reduce their risk of fire?

Progress comment:

In quarter 2 we completed 943 Safe and Well visits. This is an increase of 11% compared to the same quarter last year. 94% of these visits were carried out with occupiers classified as high to very high risk vulnerable people. As our corporate target is to ensure that 90% of our planned Safe and Well visits are undertaken on high priority, high risk vulnerable people by 2020, we are on track to achieve this target.

A key challenge for fire stations is generating enough referrals to meet the target number of visits. One way we are working to increase the number of referrals is via a pilot with the British Red Cross. This has been scoped out by the National Fire Chiefs Council and is looking to increase referrals for people who have recently been discharged from hospital. Within the quarter we have received 38 referrals and completed 30 very high-risk referrals. The pilot ceased in October, and feedback will be drawn nationally to look at a national memorandum of understanding. We will feedback to Members once we have an update on this. In tandem with this project the Safe and Well teams have been working with key hospitals to raise the profile of our work and set up referral mechanisms across primary care networks to target vulnerable people who are discharged from hospital.

Every call to a person who has collapsed behind a closed door is now being followed up by our team. Those who are known to meet our vulnerable target group are being approached by a Safe and Well advisor to see if they would like a visit. Others are being sent letters to encourage them to take up the offer of a visit. This has been running since the beginning of June 2019. Monitoring has revealed that 16% of these turn into visits.

One of the ways that we measure how Safe and Well visits help to reduce fire and other community risks is by our corporate target of achieving a 5% reduction in accidental dwelling fires (from the average achieved during the last five years). In this quarter there have been 34 accidental dwelling fires which is 14 less than the previous quarter.

In this quarter there were no fire related deaths or fire related injuries in accidental dwelling fires in Dorset.

KPI Title		Period	Time Frame
Number of safe and well visits in Dorse		Quarter	Jul-Sep 2019
	Dorset Safe & Well Visits 1200 1000 857 759 774 600 400 200	943_854	
	0 Q3 2017- Q4 2017- Q1 2018- Q2 2018- Q3 2018- Q4 2018- Q 18 18 19 19 19 19	Q1 2019- Q2 2019- 20 20	

KPI Title							Period	Time Frame
Percentage of safe and well visits to high	risk households	s in Dorset					Quarter	Jul-Sep 2019
0.	.95 —	Dorset High	Risk Sa	fe & W	/ell Visit	93%	94%	
		2017- Q1 2018- 18 19	Q2 2018- 19	Q3 2018- 19	Q4 2018- 19	Q1 2019- 20	Q2 2019- 20	

KPI Title Period Time Frame										
Number of accidental dwelling fires, number of fire related deaths in accidental dwelling fires & number of fire related injuries in accidental dwelling fires in Dorset								Jul-Sep 2019		
Dorset incidents Q3 2017-18 Q4 2017-18 Q1 2018-19 Q2 2018-19 Q3 2018-19						Q4 2018-19	Q1 2019-20	Q2 2019-20		
Accidental dwelling fires	25	48	42	42	44	41	48	34		
Fire related deaths in accidental dwelling fires	0	0	0	0	0	0	0	0		
Fire related injuries in accidental dwelling fires	0	3	1	1	1	2	1	0		

KLOE 3: How do we deliver our safety education to children, young people and communities, helping them build safer and healthier lives?

Action Code	Action Name
1.1.3.1	KLOE 3: How do we deliver our safety education to children, young people and communities in Dorset, helping them build safer and healthier lives?

Progress comment:

Education officers continue to target the following year groups in primary schools: Reception, Year 2, 5 and 6. In quarter 2 the number of children receiving fire safety lessons in school was 1,636 compared to 1,401 in the same quarter last year. In this new academic year, we have a new programme of targeting schools to offer visits and at present have no concerns about contacting schools.

During quarter 2 two primary school classes (71 children) and one special educational needs school (15 children) from the Dorset area visited a SafeWise Safety Centre.

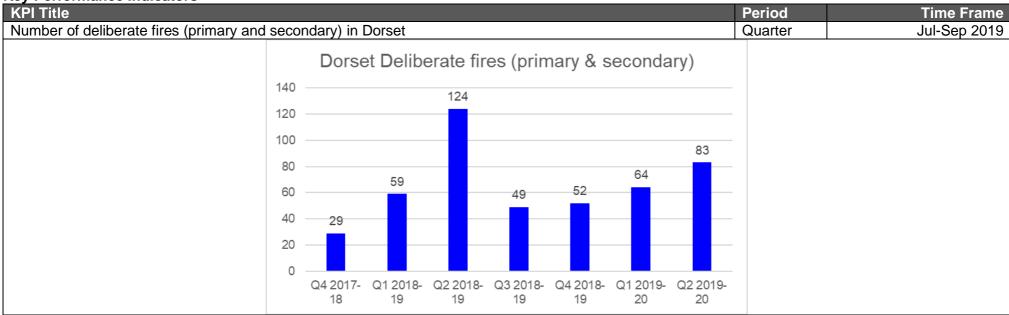
During the summer holidays 14 library visits were undertaken, teaching 182 children about drowning prevention. The Safety sessions delivered in libraries are short sessions aimed at younger children, giving an appropriate safety message with activities following the story and were delivered by education officers.

In July, 448 children took part in Swim Safe and Junior Firefit on Weymouth beach. This was a week-long event, with local school children attending to take part in a practical water safety lesson in the sea and an hour's Junior FireFit session; promoting healthy lives, inspired by firefighters, and giving safety messages including what to do if someone is in trouble in the water. The Junior FireFit sessions were delivered by an education officer.

Our youth intervention programmes provide some of the most vulnerable young people in our Service area with personal development programmes to help educate young people in the dangers of engaging in risk taking behaviour. In Dorset this includes Safer People and Responsible Communities (SPARC), an intensive five day course for young people aged 12-17 who are at risk of offending or exclusion from school. This course provides young people with the opportunity to take part in firefighting activities such as hose running, ladders, learning search and rescue techniques, working as a team to overcome road traffic collision scenarios and aerial and water rescue drills. All activities identify the dangers and consequences of engaging in risk taking behaviour and anti-social behaviour, as well as developing key skills such as communication and teamwork. Our delivery plan for the 2019-2020 financial year includes four SPARC courses being delivered across Dorset to include the north, east and west of the county.

Dorset Fire Cadets is a 20-week Cadet course that rotates its delivery across the county each year. Young people aged 14-16 are eligible to apply and are given an insight into the functions, roles and responsibilities of the fire and rescue service which provides them with the opportunity to gain a BTEC Level 2 Award in Fire and Rescue Service in the Community. In addition, the Fire Cadets are encouraged to engage in community events such as volunteering opportunities, fund raising events or social action projects. We are working to develop opportunities to maintain links with candidates after youth intervention courses to help them development further which ultimately could lead to employment within the Service.

This work contributes to our corporate target of achieving a 5% reduction in deliberate fires (from the average achieved during the last five years). In this quarter, there were 83 deliberate fires (primary and secondary) in Dorset compared to 124 in the same quarter last year. Since 2014-15 there has been a gradual increase in deliberate fires year on year across the Service which aligns with national trends. The Arson Reduction Coordinator has developed a five-stage action plan as part of an Arson Reduction Strategy to tackle deliberate fires.



KLOE 4: How are we delivering effective road safety education to reduce the risk of road traffic deaths and injuries?

Action Code	Action Name
1.1.4.2	KLOE 4: How are we delivering effective road safety education in Dorset to reduce road traffic deaths and injuries?

Progress comment:

The primary aim of our road safety education is to safeguard young people from the physical and psychological harm caused by a road traffic collision (RTC). Our secondary aim is to assist the military and business drivers to improve their driver behaviour. The tertiary aim is to target all other road safety casualties.

We are now represented on all local Road Safety Partnership meetings across Dorset and Bournemouth Christchurch & Poole and the Service has representation on the Strategic Group, Road Death Overview Panel, Tactical Group, and education training and publicity meetings.

Working in partnership, our corporate target is to reduce the number of deaths and serious injuries in road traffic collisions by 40% by 2020 (against the average killed or serious injuries figures 2005-09). At present we are awaiting confirmed data from Dorset Police concerning the Killed and Seriously Injured (KSI) figures for RTCs across Dorset.

There was one Safe Drive Stay Alive (SDSA) event held in this quarter on 18 September 2019 for Ferndown Upper School, with 140 attendees.

Bikerdown is a road safety programme aimed at motorcycle riders. The programme is currently being set up in Wiltshire and is intended to be rolled out across the whole of the Service in the next few months.

The Older Drivers Forum is about keeping mature motorists on the road safely for longer; whether that's helping to give practical and informative help and support to continue driving or pointing them in the right direction for an assessment to identify their driving needs. The Service has supported the road Safety Partnership to deliver four courses over the last quarter.

KPI Title	Period	Time Frame			
Number of people killed and seriously injur	Quarter	Jul-Sep 2019			
	Dorset RTCs	Q2 2019-20	Q2 2018-19		
	Fatalities Data		5		
	Seriously Injured	Data not available	47		
	KSI total	Data not available	52		

Priority: Protecting you and the environment from harm

KLOE 5: How are we effectively working with our partners to safeguard the vulnerable people we come into contact with?

Action Code	Action Name
1.2.1.2	KLOE 5: How are we effectively working with our partners in Dorset to safeguard the vulnerable people we come into contact with?

Progress comment:

In this quarter, 20 safeguarding referrals were made, eight of which came from operational crews, ten from the Safe & Well Team and two from Fire Control.

Area Management teams monitor performance reports to ensure consistency in reporting of safeguarding issues across the group.

The Group Manager represents the Service on the Dorset Safeguarding Board. Positive feedback has been received from the Board on the work we are carrying out and the information supplied for the Board's annual report.

We have been involved in the independent review process of the Dorset Safeguarding Board.

KPI Title							Time Frame
Number of safeguarding ref	Number of safeguarding referrals from DWFRS in Dorset						
	Dorset Council safeguarding referrals	Q1	Q2	Q3	Q4		
	2018-19	7	12	Ç)	15	
	2019-20	10	20				

KLOE 6: How are we providing advice, support and consistent regulation for local business so they can meet their legal fire safety obligations?

Action Code	Action Name
	KLOE 6: How are we providing advice, support and consistent regulation for local businesses in Dorset so they can meet their legal fire safety obligations?

Progress comment:

Fire Safety Audits

One of our corporate targets is that by end of March 2020, we will have audited 100% of known sleeping accommodation identified as high risk where the Fire Safety Order applies. We have completed 904 of 1,078 audits (83.86%) as of this quarter.

Building Regulation Applications

110 building regulation applications were completed this quarter compared to 114 in the same quarter last year. Of these, all were completed within the 15-day statutory consultation period. We work closely with Local Authority Building Control to ensure we are consistent in delivery and meet statutory consultation times.

Automatic Fire Alarms

We have a new corporate target to reduce Automatic Fire Alarm activation (AFA) by 5% each year. Current performance against this target is a 7.8% decrease for quarter 2. Analysis suggests that the highest proportion of AFAs are as a result of faulty fire alarms with 35 of 104 recorded as such for this quarter. Protection and Group teams are working together with the top ten AFA generators to prioritise reducing their AFAs.

Fire Safety Complaints

We receive complaints or concerns for safety from operational crews, partners and the general public. Action is prioritised based on life risk (inspected in 24 hours) and non-life risk (inspected in seven days). In Dorset there were 10 in total in this quarter, with three deemed high risk. All of these dealt with successfully within 24 hours.

Post Fire Audits

As part of our reactive work, we will audit premises that fall under the Regulatory Reform (Fire Safety) Order 2005 following a fire. During this quarter there were 22 fires in non-domestic properties, and we completed 12 post fire audits.

Licensing Applications

The team deals with licensing applications to ensure premises are safe for temporary changes in use and occupancy. During this quarter we completed 36 licensing applications compared to 44 in the same quarter last year.

Notices and prosecutions

During this quarter there were no enforcement notices and no prohibition notices were served in Dorset. There were also no prosecutions.

KPI Title						Period		Time Frame
	umber of building regulation consultations, enforcement notices, fire safety audits, fire safety complaints, ensing jobs, prohibition notices, prosecutions and fires in non-domestic properties in Dorset							Jul-Sep 2019
Dorset Fire Safety activity	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Building regulations	90	105	84	114	96	99	93	110
Enforcement notices	0	0	1	0	0	0	1	0
Fire safety audits	52	27	49	63	81	61	64	84
Fire safety complaints	3	9	12	12	8	8	1	10
Licensing jobs	25	34	24	44	40	26	32	36
Prohibition notices	0	0	2	0	0	0	0	0
Prosecutions	0	0	0	0	0	0	0	0
Fires in non-domestic properties	7	23	16	19	20	15	22	22

KLOE 7: How are we identifying and driving down risks to the community, heritage and environment?

Action Code	Action Name
1.2.3.2	KLOE 7: How are we identifying and driving down risk risks to the community, heritage and environment in Dorset?

Progress comment:

Operational crews continue to gather and review information on key risks within their geographical areas to help ensure that they are prepared for emergency incidents should they occur. The highest risk sites have Site Specific Risk Information (SSRI) produced which is available for crews on mobile data terminals when they attend incidents. This information is regularly audited and updated by crews to ensure it is up to accurate and relevant. Group Managers also liaise and coordinate with partners and risk owners/occupiers to assist them in producing information and guidance on their risks which is also made available to operational crews. This can include the production of tactical fire, salvage and environmental protection plans.

We have completed a large number of SSRI visits and updated an even larger number of records to ensure that the correct information is recorded. This has been a Service priority during quarter 2. The Dorset Group has no overdue SSRI records to amend with nothing due in the next month.

Dorset Group's local risk includes Portland Port, Wytch Farm and some significant areas of heathland.

- Operational officers have carried out familiarisation visits to large passenger ships berthed in Portland Port to help increase knowledge and carry out some pre-planning should an emergency arise
- Close liaison is maintained with Perenco who operate the site at Wytch Farm to ensure that we pre-plan and exercise to ensure an effective response
- Our heathland plans are being systematically reviewed with the help of Heath Wardens and the Urban Heath Partnership to provide an improved clearer format for the mapping and operational information needed.

KLOE 8: How do we effectively support local resilience partnership arrangements to make sure we can fulfil our statutory responsibilities and improve community resilience?

Action Code	Action Name				
	KLOE 8: How do we effectively support our local resilience partnership arrangements In Dorset to make sure we can fulfil our statutory responsibilities and improve community resilience?				
	sponsibilities and improve community resilience:				

Progress comment:

The Area Manager attends PREVENT as part of a multi-agency group. This programme falls under the Counter-Terrorism and Security Act 2015 which places a duty on specified authorities, to have due regard to the need to prevent people from being drawn into terrorism. Updates on risk and joint training are reviewed at a strategic level. At station level, our staff undertake Prevent training on Grow, our e-learning platform.

The Service is continuing to carry out Joint Emergency Services Interoperability Programme (JESIP) training with our partners, including the Coastguard, South West Ambulance Service Foundation Trust, the police and the Royal National Lifeboat Institution. We are also a member of blue light groups across Dorset and Wiltshire which include members of the police, ambulance and fire service and is a subgroup of the Local Resilience Forum (LRF). A typical meeting includes briefings on the latest threat from terrorism, VIP visits, new operational guidance and training opportunities, followed by debriefs of significant incidents for shared understanding. The most significant learning points are raised nationally using the Joint Organisational Learning system.

Community resilience events are held by the local authority and as joint events by members of the Local Resilience Forum to promote the benefits of local level emergency planning. A strong example of community resilience in action is the Flood Warden Scheme run by the Environment Agency with support from partners. This scheme engages local people to act as community representatives, reporting flood information, informing their community and helping to prepare for a flooding emergency.

Our multi-agency command training takes place across all levels of incident command. The Service has an annual exercise training programme which provides opportunities at station, group, area and Service level to challenge our response arrangements within the confines of a safe realistic exercise.

Through the Civil Contingencies Unit (CCU) we contribute to the assessment of community risk based on national guidance. By understanding risk and the priorities for our area, we can understand the impact of emergencies occurring, and work with statutory partners to assess the gaps in our ability to respond.

Priority: Being there when you need us

KLOE 9: Are appliances available when we need them?

Actions

Action Code	Action Name
1.3.1.2	KLOE 9: Are appliances available in Dorset when we need them?

Progress comment:

At wholetime stations all appliances are available 24/7, however with on-call appliances there is less guaranteed availability. In this quarter on-call appliances were available to respond to incidents in high risk properties nearly 80% of the time in Dorset.

Ongoing action being taken to ensure on-call availability improves where needed and can be consolidated where it is already high and include:

- a Service wide on-call pay model due to be introduced in April 2020
- a review of on-call staff current contract availability so that we can better target recruitment at station level to any availability gaps
- coordination and collaboration on operational skills and succession planning to maintain availability and support recruitment
- local On-Call Support Officer (OCSO) organised 'have a go' events, and
- the creation of an On-Call Engagement Strategy to manage expectations and improve two way communication across the Service.

An ongoing challenge we face is the current establishment and disposition of drivers. We have the numbers of drivers we should have across the Dorset group. However, some drivers are displaced through temporary promotion, secondment or sickness/light duties. Close planning takes place by watches, station managers and the training team to ensure stations are self-sufficient as much as possible.

Our corporate target is that on 75% of occasions, we will achieve our response standards based on a ten minute response time, including all call handling and travel time, which is a good measure of whether appliances are available when we need them. For on-call stations this includes a five-minute turnout time, and for wholetime stations a two-minute turnout time, with a 90-second call handling time for Fire Control.

In this quarter we attended:

- 77.78% of incidents at sleeping risk properties where the first appliance met the response standard within the travel time isochrone
- 56.00% of incidents at sleeping risk properties where the first appliance met the response standard
- 33.33% of incidents to other properties where the first appliance met the response standard, and
- 81.25% of road traffic collisions where the first appliance met the response standard.

KPI Title						Period		Time Frame
Percentage of sleeping risk properties where the first appliance met the response standard within the travel time isochrone, percentage of sleeping risk properties where the first appliance met the response standard, percentage of incidents to other properties where the first appliance met the response standard and percentage of road traffic collisions where the first appliance met the response standard in Dorset				Quarter		Jul-Sep 2019		
Response standards Dorset	Q3 2017-18	Q4 2017-18	Q1 2018-19	Q2 2018-19	Q3 2018-19	Q4 2018-19	Q1 2019-20	Q2 2019-20
Percentage of sleeping risk properties where the first appliance met the response standard within the travel-time isochrone	82.61%	76.19%	85.00%	75.00%	74.47%	75.86%	76.32%	77.78%
Percentage of sleeping risk properties where the first appliance met the response standard	62.30%	53.33%	69.39%	52.63%	50.72%	48.89%	53.70%	56.00%
Percentage of incidents to other properties where the first appliance met the response standard	83.33%	64.71%	57.14%	52.00%	63.64%	50.00%	60.00%	33.33%
Percentage of road traffic collisions where the first appliance met the response standard	80.39%	72.73%	78.26%	61.02%	77.78%	75.00%	80.95%	81.25%

KLOE 10: How effective and efficient are our response arrangements for dealing with the range of incidents we attend?

Actions

Action Code	Action Name
1.3.2.2	KLOE 10: How effective and efficient are our response arrangements in Dorset for dealing with the range of incidents we attend?

Progress comment:

National Operational Guidance

The Service is working towards the National Operational Guidance (NOG) Programme which strives to introduce a nationally standardised approach to policies, procedures and training across all fire and rescue services in the UK. We continue to seek opportunities to work collaboratively with other fire and rescue services, both nationally and regionally, through the relevant NOG implementation forums. A gap analysis for the 21 NOG's is now complete which has provided the Service with a clear direction on the work now required to comply with the guidance both at strategic and tactical levels. The next steps are to streamline and simplify the guidance to make it more practical for operational use and introduce a robust document management system. A project team comprised staff from across the Networked Fire Service Partnership will be established in the coming months in order to progress this work.

Networked Fire Services Partnership (NFSP)

The Service regularly meets with colleagues from Devon & Somerset and Hampshire Fire and Rescue Services to discuss cross-border collaboration. The three Control rooms across the partnership are linked, enabling each to take emergency calls and mobilise appliances on behalf of another Service. The system selects the nearest appliances and officers from across the partnership to meet the response plans and they can be mobilised automatically without the need to refer to the host or supporting service. This approach has significantly reduced call handing and mobilisation times, and therefore provides a more effective and appropriate response to incidents. In this quarter a Programme Manager has been appointed to further strengthen the partnership, provide clear governance arrangements and drive NFSP related projects forward.

Response arrangements

We are seeking improvements in our response arrangements because on-call appliances within the Dorset area are at times unavailable due to crewing. We work hard with our on-call colleagues to support availability and increase response arrangements.

Failures to arrive at an incident within ten-minutes are thoroughly investigated by our station managers and all possible actions taken to ensure this is minimised.

The range of incidents that we attend include false alarms, fires, road traffic collisions and flooding. In Dorset this quarter there were:

- 292 fires
- 3 people rescued at fire related incidents
- 3 people rescued at flooding incidents
- 21 people rescued at road traffic accidents, and
- 262 fire alarms from automatic fire detection equipment

KPI Title		Period	Time Frame
Number of fires, number of AFAs, number of peorescued from RTCs and number of people rescu	pple rescued at fire related incidents, number of people ed from flooding in Dorset	Six months	Apr-Sep 2019
	Dorset range of incidents 2019-20 YTD RTC rescues, 51 Fire rescues, 12 Flooding rescues, 0 Fires, 534		

KLOE 11: How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend?

Action Code	Action Name
1.3.3.2	KLOE 11: How are our operational staff prepared for the identified hazards and risks associated with the range of incidents they are likely to attend in Dorset?

Progress comment:

Training Centres

West Moors Training Centre continues to deliver courses such as Breathing Apparatus Refresher, Compartment Fire Behaviour Training, Incident Command, Emergency Response Driving and Trauma Care via an annual service training plan which ensures a consistent approach is adopted by all operational staff. A quarterly delivery plan is utilised for on-call training to provide support in the delivery of Maintenance of Skills and other essential training as identified within the Training and Response Co-ordination Group.

Maintenance of skills

Watch and station competency reviews form part of the monthly Group Management performance meeting. This ensures competency levels are at the required levels to maintain appliance availability.

Operational license

These are the skills required to keep appliances on the run and maintain availability. For this quarter the following percentage of competencies were recorded as in date:

Operational license	Overall	On-call	Wholetime
	Dorset	Dorset	Dorset
Incident Command	90%	85%	94%
Emergency Response Driving (ERD)/Large Goods Vehicle (LGV)	100%	100%	100%
Breathing Apparatus	99%	97%	100%
Casualty Care	88%	83%	93%

KLOE 12: How do we learn from operational and community risk to improve the response services we provide?

4	Action Code	Action Name
ŀ	1.3.4.2	KLOE 12: How do we learn from operational and community risks in Dorset to improve the response services we provide?

Progress comment:

Through our Integrated Risk Management Plan (IRMP) and operational reviews we are confident we have the required appliances and personnel in the right places. We undertake an annual Strategic Assessment of Risk. This assessment examines a range of key factors that impact on our organisation, from opportunities and challenges emerging from within the fire sector and those within the wider public-sector environment. We constantly review our position due to changes in incidents, the general movement of people and commercial and private dwelling development.

Following an incident, station managers determine whether a hot debrief carried out at the time was sufficient, or if a further formal debrief is required. All learning points agreed are captured and entered into the Operational Effectiveness Database (OED) for further consideration and progression to the Training and Response Coordination Group (TRCG) to identify if new training is required to fill perceived knowledge gaps.

Fatal fires always trigger an operational debrief, and once HM Coroner has held the inquest, fatal fire conferences are held twice a year so that we understand what more could be done to prevent a similar situation occurring in the future. Themes from our fatal fire conferences follow a national trend in that those affected are elderly, live alone and have mobility issues. This is the target audience of our Safe and Well visits.

Operational Assurance is performed at incidents by dedicated operational assurance officers and this is recorded with any required learning into the OED. Actions from the OED are then logged, tracked and managed for operational improvements.